

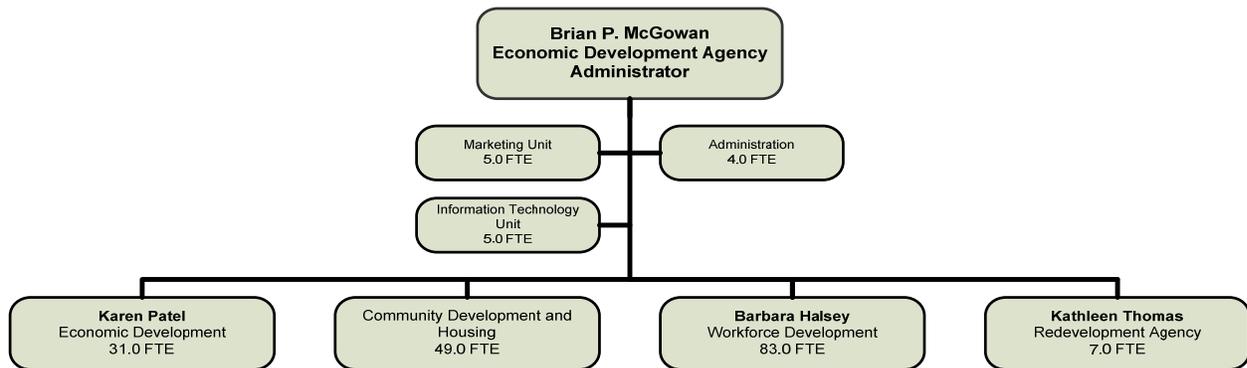
## ECONOMIC DEVELOPMENT AGENCY

### Brian P. McGowan

#### I. MISSION STATEMENT

The County of San Bernardino Economic Development Agency oversees the operation of four departments: Redevelopment, Economic Development, Community Development and Housing and Workforce Development. The overall mission of the agency is to facilitate economic growth within the county in order to enhance the quality of life for all residents. Each of these departments facilitates that mission through programs that enhance workforce skills, infrastructure, business development and attraction, housing opportunities and community development projects.

#### II. ORGANIZATIONAL CHART



#### III. DESCRIPTION OF MAJOR SERVICES

The Economic Development Agency provides overall administrative support and policy implementation to four departments. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the agency oversees the information technology function and public relations and marketing support.

Through the combination of four departments with common goals and objectives, the agency provides leadership and direction to all 24 cities and private economic development organizations within the county.

#### IV. 2005-06 ACCOMPLISHMENTS

- Set up administrative structure for agency.
- Developed new branding campaign "Opportunity, California" and new logo for the agency.
- Contracted with public relations firm to work with the agency in meeting marketing and media goals to raise awareness of the county as a competitive place to do business.



## V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
<b>General Fund</b>					
Economic Development	7,884,668	2,000	7,882,668		47.0
Total General Fund	7,884,668	2,000	7,882,668		47.0
<b>Special Revenue Funds</b>					
Community Development and Housing	50,996,111	36,120,085		14,876,026	49.0
Workforce Development	13,277,810	13,116,429		161,381	84.0
Total Special Revenue Funds	64,273,921	49,236,514		15,037,407	133.0
<b>Other Agencies</b>					
Economic Community Development Corp	18,714	12,700		6,014	-
County Industrial Development Authority	48,411	1,300		47,111	-
<b>Redevelopment</b>					
Speedway Project Area	63,610,971	9,703,950		53,907,021	8.0
Cedar Glen Project Area	10,073,190	119,000		9,954,190	-
VVEDA Project Area	1,006,281	138,000		868,281	-
Mission Joint Project Area	120,619	42,765		77,854	-
Bloomington Proposed Project Area	151,635	5,000		146,635	-
Cajon Proposed Project Area	229,938	5,000		224,938	-
Total Other Agencies	75,259,759	10,027,715		65,232,044	8.0
Total - All Funds	147,418,348	59,266,229	7,882,668	80,269,451	188.0

## VI. 2006-07 BUDGET

The Economic Development Agency budget is included within the Department of Economic Development budget; see the business plan for the Department of Economic Development.

## VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

**GOAL 1: IMPLEMENT A COMPREHENSIVE MARKETING STRATEGY WHICH INCLUDES A COMPONENT FOR EACH DEPARTMENT. (NOTE: DEPARTMENTAL MARKETING STRATEGIES WILL BE DEVELOPED IN 2006-07.)**

*Objective A: Create a common look and theme to all marketing efforts for each department within the agency to create recognition and branding.*

*Objective B: Increase awareness that San Bernardino County is a preferable place to do business.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. Percentage of total marketing and collateral materials developed to incorporate the Agency's branding (10 projected marketing and collateral materials).	NEW	NEW	35-40%	80%
1B. Percentage increase in inquiries from businesses seeking information about the County of San Bernardino (2,700 estimated inquiries from businesses in 2006-07).	NEW	NEW	NEW	10-15%

### Status

All external communications will be created and/or reviewed by the agency's Marketing Unit to ensure uniformity of branding to keep a consistent look and theme of the marketing efforts throughout the agency. This goal will eliminate confusion that can be created by inconsistency and create opportunities to cross-market the agency's message through all four (4) departments.



<b>GOAL 2: IMPLEMENT AN AGENCY-WIDE INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES.</b>
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*Objective A: Deploy recommendations from the 2006-07 IT Assessment.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Percentage implementation of the IT Assessment objectives that have been funded.	NEW	NEW	NEW	90%

**Status**

The Economic Development Agency currently has a disjointed and aging information technology (IT) infrastructure which is not the most cost effective and efficient way to successfully achieve the growing number of agency/departamental business initiatives. The agency plans to resolve this issue by implementing an agency-wide information technology (IT) infrastructure based on findings and recommendations from an IT assessment currently being conducted by the Information Services Department.

Prior to the preparation of the 2007-08 budget, the agency plans to present recommendations to the Board of Supervisors on managing and maintaining the agency's information technology system.

**VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

The Economic Development Agency policy items are included within the Department of Economic Development budget; see the business plan for the Department of Economic Development.

**IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

The agency is currently working with the Information Services Department on a complete information technology assessment which could result in a separate request for funding at a later date. The objective for this potential request is to bring the agency and its departments up to county information technology standards, replace obsolete equipment, and provide a methodology to replace/refresh IT equipment in the future.

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
1. As the County of San Bernardino moves forward with their economic development program, begins to be seen as an economic leader of the region, and receives national and international recognition for the county, the agency needs the ability to access, understand, interpret, and analyze economic information and trends. The addition of an Economic Analyst will give the agency this necessary capability.	A. Add an Economic Analyst position (estimated range R70 \$73,278-\$93,704 subject to HR Classification) that will research economic information, economic impact and trends, develop and oversee economic studies, analyze the available economic information, and formulate trends and recommendations.  <b>Additional Funding Requested:</b> Ongoing funding is estimated at \$114,700.

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1. Number of economic studies overseen and developed by the agency.	NEW	NEW	NEW	4

**X. 2007-08 PROPOSED FEE ADJUSTMENTS**

The Economic Development Agency is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Brian P. McGowan, Agency Administrator, at (909) 387-9800.



# ECONOMIC DEVELOPMENT

## Karen S. Patel

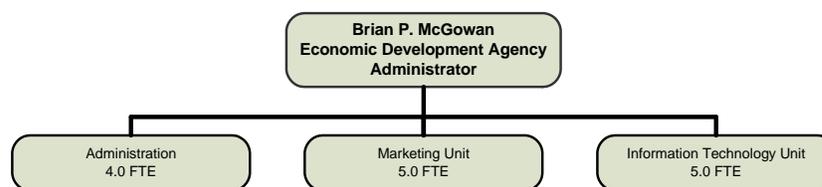
### I. MISSION STATEMENT

The Department of Economic Development facilitates overall economic growth and job creation/retention through leadership, public/private collaborations, the provision of services to cities, attraction of new investment and the retention/expansion of existing businesses.

### II. ORGANIZATIONAL CHART

This budget unit includes staffing for both the Economic Development Agency (15.0 FTE) and the Department of Economic Development (32.0 FTE). Below are the organizational charts for each entity.

Economic Development Agency:



Department of Economic Development:



### III. DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's major goals are to develop and implement a countywide economic development strategy that will maximize the standards of living of the county's residents, provide economic opportunities for the County's businesses, foster a competitive environment and position the county as a highly competitive region for business opportunities. The County of San Bernardino consistently spearheads initiatives for local, national and international impact for a competitive advantage by developing collaborations between the county and cities where the strategic partnerships offer critical services to clients regardless of geographical boundaries. We also spearhead support structures conducive for a creative business climate by creating a macro forum for networking ideas and programs via cluster development and high-valued industry sectors. Our focus is to have the County of San Bernardino viewed as the primary resource for all shareholders with unbeatable customer service by providing guidance and future economic development training for San Bernardino County cities and by fostering a respectful, open, cooperative environment with governmental departments and non-governmental entities.

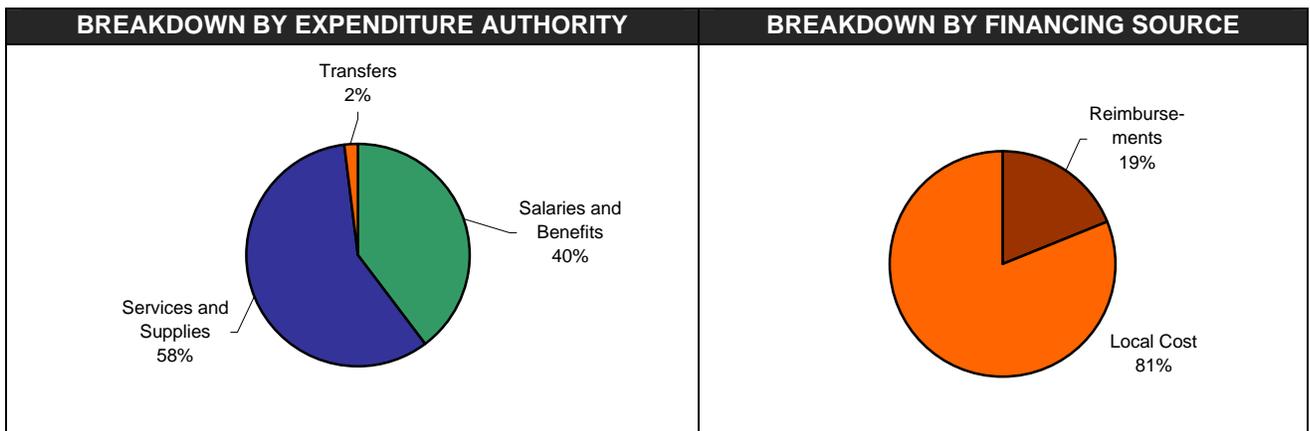
**IV. 2005-06 ACCOMPLISHMENTS**

- Sponsorship:
  - Title Sponsor of 1<sup>st</sup> NAIOP Inland Empire Event in the High Desert
  - ICSC International Conference, Las Vegas, NV - Participation and Reception sponsorship
  - NAIOP Annual Conference sponsorship, Hollywood, FL
  - One Global California Sponsorship, Ontario, CA
- Participation/awareness
  - ICSC Western Region Conference, Palm Springs, CA 1<sup>st</sup> conference participation
  - CoreNet Global Spring Conference, Philadelphia, PA – Participation
  - Fortune Magazine national ad runs for 1<sup>st</sup> time in conjunction with Agency branding/logo campaign
- Extensive Business Services:
  - Lake Dolores Senior Housing project, application for 2400 homes submitted – the department provided liaison services to this developer to help them prepare for the entitlement process.
  - Riley Super Sky Rocket Retention – the department provided retention services to retain this business within the County of San Bernardino.
- Awards & Special Recognitions:
  - Award for Excellence in Economic Development for Workforce Matrix, CALED
  - Award of Excellence, California Association of Local Economic Development
    - *Creation of a Workforce Tracking Tool*
  - Special Recognition, Congressman David Drier
    - *Road to Employment Program and Job Fair*
  - Award of Excellence, County Superintendent of Schools Alliance for Education
    - *Dedication and Support to the Alliance for Education*
- Hosted Annual County Procurement Conference, Victorville, CA,

**V. 2006-07 SUMMARY OF BUDGET UNITS**

	2006-07				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
Economic Development	7,884,668	2,000	7,882,668		47.0
Economic and Community Development Corporation	18,714	12,700		6,014	-
County Industrial Development Authority	48,411	1,300		47,111	-
<b>TOTAL</b>	<b>7,951,793</b>	<b>16,000</b>	<b>7,882,668</b>	<b>53,125</b>	<b>47.0</b>

**VI. 2006-07 BUDGET**



## VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

**GOAL 1: BUSINESS RETENTION/ATTRACTION- BRAND THE COUNTY OF SAN BERNARDINO AS AN ETHNICALLY, CULTURALLY, SOCIALLY AND ECONOMICALLY DIVERSE REGION THAT PROVIDES COMPETITIVE ADVANTAGES WITH TOP LEVEL CUSTOMER SERVICE.**

*Objective A: Coordinate and market county services for businesses.*

*Objective B: Provide financial and procurement assistance to micro-enterprise and small businesses.*

*Objective C: Identify employment needs of businesses and recruit for these positions.*

*Objective D: Raise awareness of the competitiveness of San Bernardino County to increase inquiries and generate leads for new business attraction and investment.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
*1A. Respond to business requests for assistance within 24 hours of acknowledgement and 5 day first tier resolution.	N/A	N/A	N/A	80%
**1B. Percentage of completed loan applications processed from submittal to close of escrow within 10 weeks.	NEW	NEW	50%	80%
**1C. Percentage increase of number of job opportunities identified with San Bernardino businesses to better link job seeking clients. This will be obtained utilizing job seeking client information, including information provided by the WDD and TAD (24,103 jobs in 2005-06).	N/A	10%	10%	5%
1D. Percentage increase of inquiries by businesses about locating in the county.	N/A	N/A	Develop base for 2006-07	20%

\* Although this was a performance measure in the 2006-07 Business Plan, due to the continued reorganization and creation of the Department of Economic Development and the lack of an adequate tool to measure its performance, there was not an accurate base established for the measurement. This problem has been corrected through the purchase of a customer relationship software system, which documents communication between the department and its customers.

\*\* Performance measurement items 1B and 1C are revised measurements due to the difficulty of calculating a baseline for 2006-07.

### **Status**

The Department of Economic Development has done much in 2006-07 to retain businesses that are currently located in the county as well as to attract new business and investment. The department has created economic sub-regions within the 6 different economic zones of the County in order to allow for better familiarity of county services by businesses and to allow for rapid response to business needs. We have strengthened partnerships with outside consultants and partners for improved turnaround in providing assistance to small business.

Economic Development has identified employment needs of businesses by establishing more solid relationships with them. With our new processes, quantitative measurements for job matches are underway for jobs that have been placed on our website for clients and job seekers from the Transitional Assistance Department (TAD) and the Department of Workforce Development (WDD). Six months of quantitative data shows that over 10,000 job orders have been entered with 35% of the jobs identified as entry level jobs. We have collaborated with Workforce Development and Transitional Assistance staff to assist clients in gaining employment.

As the reorganization and creation of the Department of Economic Development continues, new and enhanced services will be identified to increase the economic impact in San Bernardino County and to increase the competitiveness of the county's businesses.



**GOAL 2: ESTABLISH AN IMAGE OF THE COUNTY AS A GLOBAL AND DIVERSE BUSINESS CENTER IN THE UNITED STATES BY CONTINUING TO DEVELOP OUR OVERSEAS CONNECTIONS, INFRASTRUCTURE AND UNDERSTANDING OF GLOBAL MARKETS.**

*Objective A: Create a network of global partners that will assist in promoting the County of San Bernardino as North America's leading region for international business opportunities and foreign direct investment.*

*Objective B: Educate local County of San Bernardino businesses on how to take advantage of export/import markets.*

*Objective C: Provide county area companies with business development opportunities abroad.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Number of global partners established to commence networking for a positive economic impact.	NEW	NEW	1	5
2B. Percentage of identified businesses that are identified by the department to have potential in international trade who participate in county sponsored international forums and workshops (60 estimated identified businesses).	NEW	NEW	NEW	25%
2C. Number of international trade missions led by the department.	NEW	NEW	1	2

**Status**

The County of San Bernardino recognizes that the economic growth is closely tied to international trade. The county now dominates trade in the Inland Southern California region, with 46,000 workers handling nearly \$16 billion in trade yearly as of 2005. The Inland Empire, including San Bernardino County, totaled \$17.5 billion in international trade creating 50,000 jobs. San Bernardino County is also growing at a faster pace than the region as a whole. While the Los Angeles Customs District expects to grow international trade by 154 percent over the next 15 years, San Bernardino County's trade grew almost 400 percent from 2004 to 2005. This growth will bring with it challenges and opportunities. The county's new International Trade program goal is to establish an image as a global gateway and diverse business region in the United States by highlighting our overseas connections, infrastructure and understanding of global markets to attract companies from throughout the U.S. and abroad based on this economic growth.

Overall, in 2006-07, the department has seen a tremendous increase in outreach to businesses. With the recent trade mission to China alone, the department created 70 opportunities to bring business to the county which could result in over \$67 million in potential business contracts, with an estimated 5% realization occurring within 12 months.

**GOAL 3: ENHANCE THE COUNTY OF SAN BERNARDINO'S POSITION TO FILM AND VISIT THROUGH THE MANAGEMENT AND BRANDING OF THE COUNTY'S UNIQUE LOCATIONS.**

*Objective A: Promotion of high quality locations and favorable climate via three airport locations, parks, deserts, mountains for new film location inquiries.*

*Objective B: Promotion of regional tourist destinations.*

**Status**

During 2006-07 we plan to begin the development of a base for performance measurements of the film/tourism programs and hire the Film/Tourism manager. Programs identified will be kicked off and performance measurements will be developed for 2007-08. In order to develop performance measures, the department will identify locations for national promotions and will also develop a database of historical, cultural, natural and innovative tourist destinations and opportunities.

### VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

**Policy Item 1:** Increase in funds for the Enhanced Economic Development Program in the amount of \$2,443,500 (\$1,118,500 one-time funding; \$1,325,000 ongoing funds).

**Policy Item 2:** Increase in funds for the High Desert Business Resource Center in the amount of \$300,000 (\$150,000 one-time funding; \$150,000 ongoing funds).

**Policy Item 3:** Increase in funds for various community service projects in the amount of \$1,145,000 (one-time funding).

**Policy Item 4:** Increase in funds for the California Speedway FanZone Sponsorship in the amount of \$700,000.

**Policy Item 5:** Increase in funds for 3.0 Economic Development Manager positions in the amount of \$367,089.

**Policy Item 6:** Increase in funds for 1.0 Deputy Administrative Officer position in the amount of \$199,481.

**Policy Item 7:** Increase in funds for 1.0 Geographic Information Systems Technician II positions in the amount of \$32,592.

MEASUREMENT*	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
P1.P3.-P6. (General)* Percentage increase of editorials/articles (26 editorial/articles in 2005-06).	N/A	25%	25%	25%
P1.P3.-P6. (General)* Percentage increase of television/radio/podcast coverage (3 broadcasts estimated in 2005-06).	N/A	25%	25%	25%
P1.P3.-P6. (General)* Percentage increase of conferences sponsored (4 conferences in 2005-06).	N/A	40%	25%	25%
P1.P3.-P6. (General)* Percentage increase of companies assisted (3,500 companies in 2005-06).	N/A	10%	10%	5%
P2. The operation of the High Desert Business Resource Center.	N/A	100% operational	40% operational	100% operational
P2. Percentage increase of businesses served by the High Desert Business Resource Center (720 businesses served in 2006-07).	N/A	N/A	N/A	30%
P7. Percentage increase in the creation of reports and maps to be used for business attraction and retention (20 estimated reports and maps used for business attraction and retention in 2006-07).	N/A	N/A	N/A	10%

\* These Performance Measures consist of general measurements that apply to all of the Policy Items as a whole rather than measures that coincide with an individual Policy Item.

#### **Status**

The "Opportunity, CA" branding and advertising national campaign launch has afforded the County of San Bernardino much 'opportunity'. The additional funding received for 2006-07 has positioned the county as the premier regional economic development leader. With exposure based on the sponsorship of the "California FanZone" at the California Speedway, the Mark Christopher Charity Classic as the presenting sponsor, numerous tradeshows and events, and both domestic and international exposure in Forbes magazine in conjunction with our China Trade Mission, the county has begun to be recognized as a regional economic leader.

As an accomplishment in 2006-07, the department is estimating that it will achieve the majority of its projected 2006-07 performance measures. For those measures that are not estimated to be accomplished in 2006-07, it is projected that they will be accomplished in 2007-08. For example, it is anticipated that the High Desert Business Resource Center (HDBRC) will become fully operational in 2007-08 rather than 2006-07. During 2006-07 the department has attempted to identify available space for this HDBRC. Only recently has space become available to allow the HDBRC to be co-located with the High Desert Employment Resource Center, which is preferable. The number of conferences sponsored in 2006-07 is less than projected due to the delay in hiring the Director of Economic Development and the restructuring of the program.



**IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
<p>1. Establish and expand business services for the East Valley region through an East Valley Business Resource Center co-located with the East Valley Employment Resource Center. The East Valley Employment Resource Center has an approved CIP request (#05-146) to relocate the existing employment resource center in San Bernardino to a new location that meets the needs of them and their partners. By co-locating the business and employment service functions the county's impact for its businesses and citizens will be maximized.</p>	<p>A. Provide enhanced and expanded business services through an East Valley Business Resource Center co-located with the East Valley Employment Resource Center.</p> <p><b>Additional Funding Requested:</b> \$150,000 one-time funding for facility office furniture, library resources and equipment. \$150,000 ongoing for rent, utilities, stocking of library and equipment replacement.</p>
<p>2. Develop and enhance economic development programs to expand awareness of the competitiveness of San Bernardino County.</p>	<p>A. To continue to move the county's Economic Development program towards being the strongest in the region, the Department of Economic Development is requesting an additional \$1,140,000 to increase sponsorships and tradeshows, advertising, economic studies, national public relations exposure, participation in special events, film and tourism activities, and international business opportunities.</p> <p><b>Additional Funding Requested:</b> \$1,140,000 on-going funding</p>
<p>3. The FanZone Title Sponsorship and the entitlement at the NASCAR Craftsman Truck Series event partners the County of San Bernardino with the California Speedway to nationally market the opportunities available with the county, at various NASCAR events.</p> <p>Performance measures already exist (see "General" Performance Measures P1.P3.-P6. in Section VIII, "Approved Additional General Fund Financing".</p>	<p>A. Continue the Fan Zone Title Sponsorship and the entitlement at the NASCAR Craftsman Truck Series event at the California Speedway.</p> <p><b>Additional Funding Requested:</b> Funding required is estimated at \$700,000. A portion of this agreement may be reimbursed by the County Redevelopment Agency for activities supporting the redevelopment area. If the current contract is not renegotiated by April 15, 2007 a termination fee of \$150,000 is due from the county to cover the unamortized costs associated with changing Title Sponsors by May 15, 2007. Funding is requested for 2007-08 and 2008-09, which is the current agreement timeframe.</p>



<p>4. If final approval is received after completion of the EIR, the State of California Housing and Community Development Department, the County of San Bernardino, Department of Economic Development will administered the Enterprise Zone and issue vouchers to the participating businesses for associated tax credits related to job creation and retention of economically disadvantaged citizens.</p>	<p>A. As the Lead Agency, to develop, market, and administer the San Bernardino Valley Enterprise Zone, a multi-jurisdictional Enterprise Zone (EZ) that will create jobs and retain and attract businesses. The proposed enterprise zone covers the County of San Bernardino along with the Cities of Colton and San Bernardino and the Inland Valley Development Agency.</p> <p><b>Additional Funding Requested:</b> \$27,000 one-time funding to pay for the county's proportional share of the EIR and \$10,000 on-going funding to pay for the county's proportional share of the administrative costs such as insurance, professional services (legal and auditing), etc.</p>			
<p><b>MEASUREMENT</b></p>	<p><b>2005-06 (Actual)</b></p>	<p><b>2006-07 (Projected)</b></p>	<p><b>2006-07 (Estimated)</b></p>	<p><b>2007-08 (Projected)</b></p>
<p>1. Number of businesses utilizing the services at East Valley Business Resource Center</p>	<p>NEW</p>	<p>NEW</p>	<p>NEW</p>	<p>Establish baseline of businesses</p>
<p>2. Percentage increase of leads from existing sponsorships</p> <p>Percentage increase of business inquiries/leads both domestic and international.</p> <p>Number of website hits on the international trade services online directory and online event calendar</p> <p>Enhanced database of film, video, and tourism assets to market</p>	<p>NEW</p>	<p>NEW</p>	<p>NEW</p>	<p>10%</p>
<p>Percentage increase of business inquiries/leads both domestic and international.</p>	<p>NEW</p>	<p>NEW</p>	<p>NEW</p>	<p>10%</p>
<p>Number of website hits on the international trade services online directory and online event calendar</p>	<p>NEW</p>	<p>NEW</p>	<p>NEW</p>	<p>Establish baseline</p>
<p>Enhanced database of film, video, and tourism assets to market</p>	<p>NEW</p>	<p>NEW</p>	<p>NEW</p>	<p>Establish baseline</p>
<p>4. Percentage of businesses within the Enterprise Zone attending the incentive workshops (current estimate of business within the Enterprise Zone is 2,400)</p>	<p>NEW</p>	<p>NEW</p>	<p>NEW</p>	<p>10%</p>

**X. 2007-08 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Karen S. Patel, Director, at (909) 387-9812.



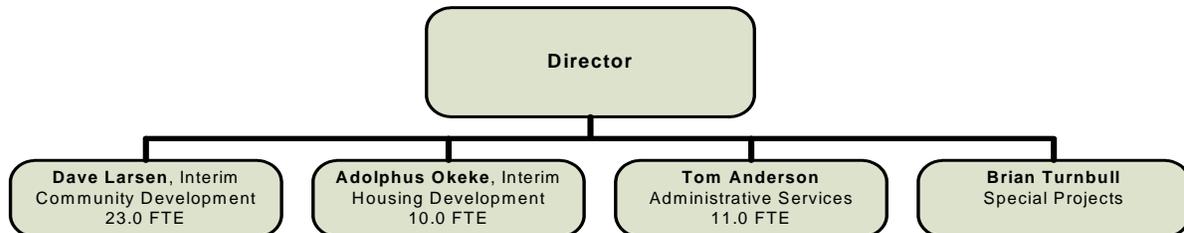
## COMMUNITY DEVELOPMENT AND HOUSING

### David M. Larsen and Adolphus Okeke

#### I. MISSION STATEMENT

The Department of Community Development and Housing (CDH) works to improve the quality of life for residents of the County through the identification, obtainment, and administration of local, state, federal, and private funding resources available for community development and housing programs and projects.

#### II. ORGANIZATIONAL CHART



#### III. DESCRIPTION OF MAJOR SERVICES

CDH is responsible for administering federal, state, and local grant funds allocated to the County of San Bernardino for community development and housing programs and projects. Federal funds comprise a large percentage of the total monies included in the department's budget through the Community Development Block Grant (CDBG), the Emergency Shelter Grant (ESG), the Home Investment Partnership Act Grant (HOME), the Neighborhood Initiative grant (NI) and the Economic Development Initiative Program (EDI) grant.

CDH obtains grants from the U.S. Department of Housing and Urban Development (HUD) to fund public works construction, new housing construction, housing rehabilitation, economic development, public services, and community revitalization projects in participating communities throughout the County. CDH sub-grants the majority of these dollars to its thirteen (13) cooperating cities, other county departments, and to non-profit community based organizations.

The CDBG program has the purpose of providing decent housing, suitable living environments and expanded economic opportunities, principally for low-and moderate-income persons. The CDBG program offers grant funds for a wide variety of projects to meet local community needs. CDBG funds can be used to build community facilities, roads, and parks; to repair or rehabilitate housing, to provide new or increased services to local residents or to fund initiatives that generate new jobs. In all instances, the CDBG program is governed by regulations issued by HUD. The county's CDBG program is designed to maximize public benefit while fully complying with CDBG regulations and related laws.

HOME funds assist in expanding and preserving the supply of decent, safe, sanitary and affordable housing. The county's HOME program provides loans to non-profit agencies, Community Housing Development Organizations (CHDO's), for-profit housing developers, rental housing owners, and new homebuyers for a variety of new construction, rehabilitation, rental assistance, and home ownership programs. The HOME program is carried out in accordance with HUD-issued regulations. Additionally, HOME funds provide rent subsidies and security deposit assistance to very low-income families.

Emergency shelter and related services are provided to homeless persons from locations throughout the county using Emergency Shelter Grant (ESG) funds. The county sub-grants ESG funds to homeless assistance agencies that operate shelters or provide motel vouchers and rental assistance. These services are coordinated through associated information, counseling, referral and rental assistance activities to provide a continuum of care to reduce the incidence and severity of homelessness. As with the CDBG and HOME programs, the ESG program is governed by HUD regulations.

CDH ensures that the county receives, retains and utilizes the maximum grant funds available. This involves writing and administering project contracts with cooperating cities, non-profit agencies and other county departments. CDH coordinates closely with County Counsel and Risk Management in writing contracts and performs contract compliance monitoring, including on-site monitoring visits.

Finally, CDH is responsible for preparing the county's Annual Consolidated Plan and Annual updates and Action Plans, processing grant agreements with HUD, preparing annual consolidated plan performance reports, and coordinating HUD monitoring visits.

**IV. 2005-06 ACCOMPLISHMENTS**

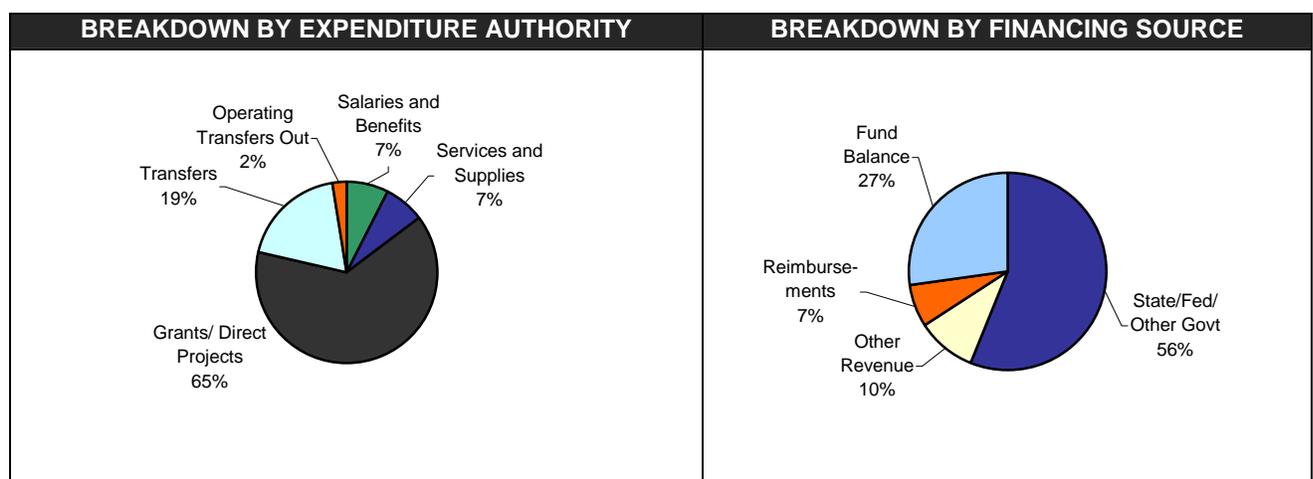
During 2005-06 CDH spent \$16,961,170 of federal CDBG, HOME and ESG funds directly or through county departments, cities and non-profit agencies to implement 228 projects and programs in the county to:

- Assist 28 families in buying their own homes
- Provide rental housing deposit assistance and utility assistance to 324 families to prevent homelessness
- Repair the homes of 238 senior citizens
- Rehabilitate 16 homes owned by low-and moderate-income persons
- Provide 25,743 cold weather shelter nights to 1,500 homeless persons through 10 agencies
- Complete the construction of 36 public facility projects
- Complete the construction of 12 infrastructure projects
- Provide public services through 80 non-profit agencies to meet the social/educational needs of 55,000 clients
- Inspect over 1,800 properties and remove trash and graffiti from 24,958 locations
- Loan funds to 13 businesses to create 66 new jobs and retain 12 existing jobs

**V. 2006-07 SUMMARY OF BUDGET UNITS**

	2006-07			
	Appropriation	Revenue	Fund Balance	Staffing
Community Development and Housing	50,996,111	36,120,085	14,876,026	49.0
<b>TOTAL</b>	<b>50,996,111</b>	<b>36,120,085</b>	<b>14,876,026</b>	<b>49.0</b>

**VI. 2006-07 BUDGET**



## VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

**GOAL 1: DEVELOP AND COORDINATE THE CONSOLIDATED PLAN PROCESS FOR OBTAINING THE HOME INVESTMENT PARTNERSHIP ACT (HOME), THE EMERGENCY SHELTER GRANT (ESG), AND THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT FORMULA GRANTS.**

*Objective A: Prepare the annual Action Plan.*

*Objective B: Prepare the annual Action Plan Summary.*

*Objective C: Process the annual Grant Agreements.*

*Objective D: Prepare the annual ESG Request for Proposal (RFP).*

### **Status**

Each objective above has been completed for 2006-07. Additionally, a related 2006-07 objective was met by entering Delegate Agency Agreement with the cooperating cities for implementing CDBG funded projects during 2006-07, 2007-08, and 2008-09. The goal of developing and coordinating the Consolidated Plan process for obtaining entitlement formula grants will continue for 2007-08. Every year the CDH is required to prepare the annual Action Plan, Action Plan Summary, and annual ESG RFP in order to obtain the HOME, ESG, and CDBG entitlement formula grants. Without receipt of these grants, CDH would be unable to provide its services to the citizens of the County of San Bernardino.

**GOAL 2: SUB-GRANT CDBG AND ESG FUNDS TO COUNTY DEPARTMENTS, COOPERATING CITIES AND NON-PROFIT AGENCIES FOR PROGRAMS AND PROJECTS BENEFITTING LOW- AND MODERATE-INCOME PERSONS.**

*Objective A: Enter ESG Sub-Grant contracts with fourteen (14) non-profit homeless shelter providers.*

*Objective B: Prepare Environmental Reviews to release CDBG funds for sixty (60) construction projects.*

*Objective C: Enter Project Implementation/Maintenance and Operation agreements for sixty (60) construction projects.*

*Objective D: Enter CDBG Sub-Grant contracts with eighty (80) agencies to carry-out public service program.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
2A. Percentage of Emergency Shelter Grant (ESG) "Cold Weather Shelter Program" contracts with non-profit homeless service providers executed within 30 days of completion of RFP and projected start date of each project (14 ESG contracts entered into in 2005-06).	75%	75%	80%	90%
2B. Percentage of Community Development Block Grant (CDBG) project Environmental Review Records (ERR) approved by HUD within ninety (90) days of project approval (155 ERRs approved in 2005-06).	80%	80%	80%	80%
2C. Percentage of Project Implementation/Maintenance and Operation agreements entered within thirty (30) days of ERR Completion (160 Project Implementation/Maintenance and Operation agreements entered in 2005-06).	75%	75%	80%	80%
2D. Percentage of Public Service contracts executed within thirty (30) days of the projected start date of each program (95 CDBG Public Service contracts executed in 2005-06).	N/A	80%	80%	80%

### **Status**

HUD regulations and county policies require ESG and CDBG grant recipients (such as the county) to enter written agreements when sub-granting funds to other organizations for carrying out approved projects and programs. CDH acts to negotiate, write, and process such contracts for the Board of Supervisors or Purchasing Department approval. Grants to non-profit organizations for public service programs are provided through subrecipient contracts. Projects implemented by cooperating cities are authorized and funded under delegated agency agreements. Memorandums of Understanding are used to sub-grant CDBG funds from



CDH to other county departments. The performance ranges in the “Measurement” section do not reach 100% because delays are at times encountered in identifying sufficient project funding, obtaining signatures and in meeting other project requirements such as insurance, cost estimates, and site control. In order to offset these delays, CDH has taken and will continue to take steps to proactively work with its sub-recipients to more quickly establish projects and obligate funds.

**GOAL 3: PREPARE AN ANNUAL PERFORMANCE REPORT COVERING THE CONSOLIDATED PLAN GRANT PROGRAMS FOR SUBMITTAL TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD).**

*Objective A: Prepare HUD required reports.*

*Objective B: Implement the HUD Integrated Disbursement and Information System (IDIS) for reporting and the drawing of grant funds.*

*Objective C: Provide program monitoring to insure compliance of assisted activities.*

**Status**

Each objective above has been completed for 2006-07. The goal of preparing the Annual Performance Report will continue in 2007-08 because it is necessary in order to receive funding from HUD under the HOME, ESG, and CDBG grants. The Annual Performance Report is also a means by which the CDH is held accountable to the public for the actions that it takes throughout each fiscal year.

**GOAL 4: COMMUNICATE USEFUL AND TIMELY INFORMATION TO OTHER AGENCIES AND TO THE GENERAL PUBLIC TO INFORM THEM ABOUT GRANT AND LOAN RESOURCES AVAILABLE TO MEET COMMUNITY AND HOUSING NEEDS.**

*Objective A: Advertise the annual CDBG, HOME, and ESG Programs, and request CDBG applications.*

*Objective B: Update program procedures and disseminate them to the public.*

*Objective C: Participate in the National CDBG Week and Fair Housing Week promotional programs.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
4. Maintain the number of non-profit agencies, cities, and individual homeowners who receive the information they need in order to apply for CDBG, ESG, and HOME funds.	NEW	NEW	200 agencies, 13 cities, and 400 homeowners	200 agencies, 13 cities, and 400 homeowners

**Status**

In order to provide community development and housing services to the public, it is necessary that the public be aware of the services that CDH provides. The above objectives were chosen to ensure that the department’s services are made known to the general public as well as other agencies. The annual application period for CDBG projects runs during October, November, and to Mid-December. Homeowners can apply for grants or loans at any time, subject to eligibility and availability of funds.

**GOAL 5: IMPLEMENT AFFORDABLE HOUSING PROGRAMS FOR CONSTRUCTION OF NEW HOUSING AND REHABILITATION OF EXISTING HOUSING, AND PROVISION OF EMERGENCY SHELTER FOR HOMELESS PERSONS.**

*Objective A: Continue to provide HOME-funded loans to Community Housing Development Organizations (CHDOs) to develop affordable housing.*

*Objective B: Continue to provide HOME funds to the Housing Authority of San Bernardino County to provide tenant-based rental assistance.*



*Objective C: Continue to provide CDBG-and HOME-funded housing rehabilitation loans and grants.*

*Objective D: Continue to provide down payment assistance to families buying their home.*

*Objective E: Continue to provide ESG funds to homeless shelter providers.*

*Objective F: New Program: Develop a Memorandum of Understanding with the County Behavioral Health Department for implementation of Proposition 63 housing projects for homeless mentally ill patients.*

*Objective G: New Program: Receive and process authorizations from County RDA for assigned Home Rehabilitation Program (HRP) projects in Cedar Glen, and develop housing reconstruction assistance loan packages.*

*Objective H: New Program: Continue to implement the Land Use Application Fee Assistance Grant Program in Cedar Glen to assist with the rebuilding effort.*

*Objective I: New Program (HRP): Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
5A. The number of housing units constructed or rehabilitated.	232	200	200	200
5B. The number of low-income families or disabled persons who receive rental housing security deposit and utility payment assistance.	140	200	200	200
5C. The number of low-and moderate-income homeowners who receive loans or grants.	254	270	270	250
5D. The number of families who succeed in buying their home.	28	25	20	20
5E. The number of emergency shelter nights provided to homeless persons.	25,743	23,900	23,900	24,000
5F. The number of housing projects planned for construction.	NEW	NEW	0	2
5G. The number of homeowners who will receive financial assistance to rebuild their homes that were lost in the 2003 "Old Fire" disaster.	NEW	NEW	0	10
5H. Percentage of time the following activities will be completed within the designated time frame: - CDH completion of initial review of eligible land use services grant applications within thirty (30) days of receipt and completion of reimbursements within three (3) months of receipt of claims and approved back up information.	NEW	NEW	90%	100%
5I. Percentage of time the following activities will be completed within the designated time frame: - The Department of Community Development and Housing (CDH) completion of initial review of eligible HRP applications within thirty (30) days of receipt. - Rehabilitation activities completed within 9-12 months of application approval.	NEW	NEW	90%	100%

### **Status**

In 2007-08 CDH will continue providing loans, grants, down payment assistance, and rental assistance to increase the supply and affordability of housing in the county. Homeowner assistance numbers will be less in 2007-08 due to anticipated HUD elimination of the American Dream Down Payment Initiative. Further, in 2006-07, CDH will begin to provide expertise in assisting homeowners in Redevelopment Agency areas to reconstruct or rehabilitate their homes. In 2007-08, CDH anticipates providing housing development services to the Department of Behavioral Health to utilize state funds to develop supportive housing for mentally ill homeless persons. The implementation of these new projects will provide important aid to individuals who are in need of housing assistance.



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**VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

The department did not have any approved policy items for 2006-07.

**IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

The department is not requesting any additional general fund financing for 2007-08.

**X. 2007-08 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this Business Plan, please contact David Larsen, Interim Deputy Director, Community Development Division, at 388-0959 or Adolphus Okeke, Interim Deputy Director, Housing Development Division, at 388-0969.



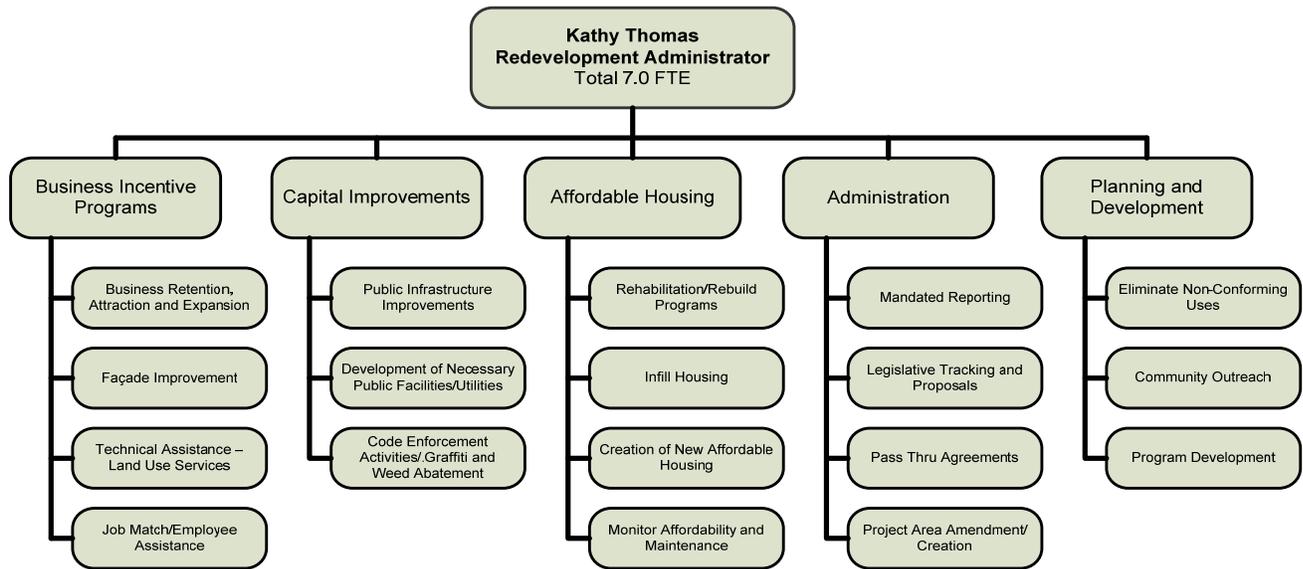
# REDEVELOPMENT AGENCY

## Kathy Thomas

### I. MISSION STATEMENT

The County of San Bernardino Redevelopment Agency (CoRDA) serves to assist in improving the quality of life within established redevelopment project areas by: improving and constructing infrastructure, retaining and expanding opportunities for existing businesses, attracting new businesses, creating new job opportunities, improving living conditions of residences, and creating new affordable housing. Through coordinated efforts with other county departments, the agency can implement programs and projects that foster economic opportunities in unincorporated communities.

### II. ORGANIZATIONAL CHART



### III. DESCRIPTION OF MAJOR SERVICES

In 1980, a Redevelopment Agency was established under California Redevelopment Law as a tool, through its special legal and financial mechanisms, to do the following: 1) alleviate conditions of blight in identified communities throughout the county, 2) address the growing needs and services to its residents, and 3) ensure that the county’s economic base would grow and remain healthy through the provision of new public improvements, commercial and industrial developments and affordable housing. A study was made at that time to assess the feasibility of establishing one or more project areas; however no project areas were created.

In 1993, the **Victor Valley Economic Development Authority** (VVEDA), a joint powers authority, was established for the purpose of providing economic development in and around the former George Air Force Base. Five jurisdictions oversee the economic development of the area, which include: the Cities of Victorville, Hesperia and Adelanto, the Town of Apple Valley, and the County of San Bernardino. VVEDA totals approximately 60,000 acres and is administered by the City of Victorville. The unincorporated portion of VVEDA is approximately 16,000 acres. VVEDA is currently in its eighth amendment where approximately 30,236 acres are being added.

In 1995, the former Kaiser Steel Mill site and other blighted industrial properties in its vicinity were formed to create the San Sevaire Redevelopment Project, currently known as the **Speedway Redevelopment Project Area** (Speedway). The Speedway was amended in 2004 and 2005 to add additional territory resulting in a total acreage of 3,495 acres.



In 2003, the county approved the ***Mission Boulevard Joint Redevelopment Project Area*** (Mission Boulevard) with the City of Montclair. Mission Boulevard totals approximately 404 acres and is administered by the City of Montclair.

In 2004, the ***Cedar Glen Disaster Recovery Project Area*** (Cedar Glen), consisting of 837 acres, was adopted to assist with the rebuilding of the community that was destroyed by the 2003 Old Fire.

The major goals of the agency are to encourage private sector investment in the development and redevelopment of the area by removing impediments to growth, eliminating and/or preventing the spread of blight and deterioration, correcting infrastructure deficiencies, rehabilitation and augmentation of affordable housing for low- and moderate-income households.

Although the agency is a separate, legal entity, the Board of Supervisors acting as the Board of Directors serves as the legislative body of the agency.

The agency currently has 8 positions to manage redevelopment activities, including project and program management as well as administrative functions. Agency activities include managing: capital improvement projects, housing programs, real property activities, business incentive programs, planning and development of projects, and general administration duties for the Redevelopment Agency, such as coordinating budget and reporting requirements and maintaining the agency's official records.

#### **IV. 2005-06 ACCOMPLISHMENTS**

##### Business Incentive Programs

- Continued marketing of redevelopment project areas at conventions and trade shows such as the International Council of Shopping Centers, High Desert Opportunity, and The California Speedway.
- Continued graffiti abatement program.
- Provided technical and financial assistance to businesses seeking to locate, relocate, and expand in our redevelopment project areas.
  - Mohawk Industries Incentive Agreement
  - Specialty Steel Relocation Assistance

##### Planning and Development

- Continued to review and comment on all new development proposals in existing and proposed project areas.
- Initiated Economic Development Plans and Implementation Strategies in VVEDA and Cedar Glen project areas.
- Initiated the design and specification of a number of infrastructure projects and public facilities in the Speedway Project Area including sidewalks, road widening, flood control measures, fire station, freeway interchange, intersection improvements, medians, signage, and railroad crossing improvements.
- Purchased tax-defaulted properties in Cedar Glen for road and water system improvements.
- Assisted in the coordination of street sign fabrication and installation in Cedar Glen to improve navigation, particularly for emergency services.
- Continued the redevelopment plan formation in the communities of Bloomington and Cajon.

##### Capital Improvements

- Completed 1,300 linear feet of curbs, gutters, sidewalks, and road widening along Beech Avenue.
- Completed 1.5 miles of paving, curbs, gutters, sidewalks and road widening of Whittram Avenue.

##### Affordable Housing

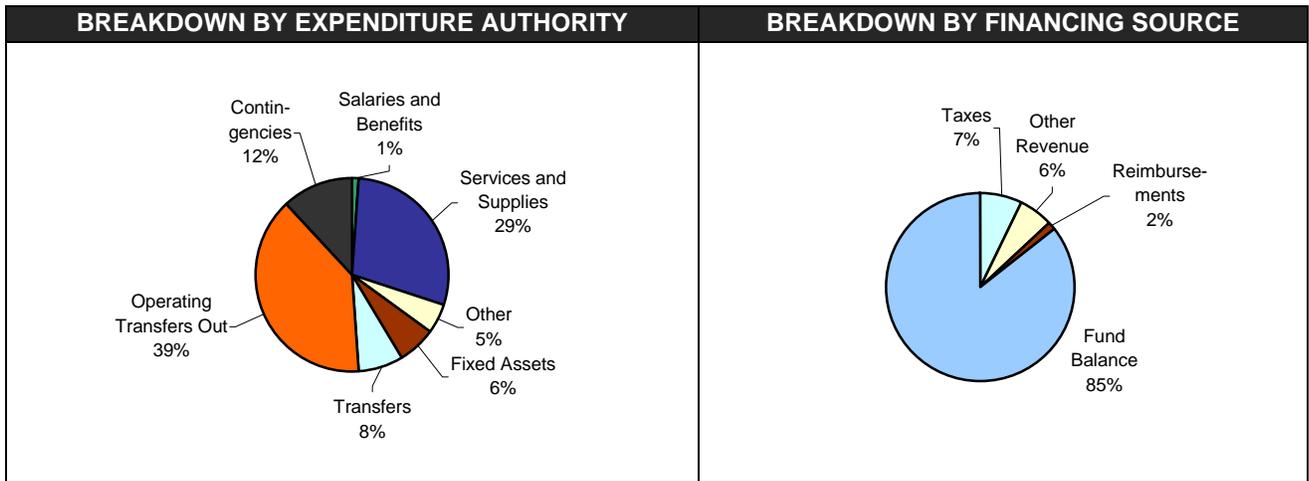
- Continued the voluntary sales program in the Speedway Project Area to eliminate incompatible land uses. Acquired 13 properties along Rosemary and Iris Drives.
- Developed and implemented the Home Rehabilitation Program and Land Use Services Grant Program in the Cedar Glen project area.



**V. 2006-07 SUMMARY OF BUDGET UNITS**

	2006-07			
	Appropriation	Revenue	Fund Balance	Staffing
Speedway Project Area	63,610,971	9,703,950	53,907,021	8.0
Cedar Glen Project Area	10,073,190	119,000	9,954,190	-
VVEDA Project Area	1,006,281	138,000	868,281	-
Mission Blvd. Redevelopment Joint Project Area	120,619	42,765	77,854	-
Proposed Bloomington Project Area	151,635	5,000	146,635	-
Proposed Cajon Project Area	229,938	5,000	224,938	-
<b>TOTAL</b>	<b>75,192,634</b>	<b>10,013,715</b>	<b>65,178,919</b>	<b>8.0</b>

**VI. 2006-07 BUDGET**



**VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: DEVELOP AND IMPLEMENT INCLUSIONARY AND REPLACEMENT HOUSING PROGRAMS AND PROJECTS TO MEET SUCH NEEDS AND TO INCREASE, IMPROVE AND PRESERVE THE REDEVELOPMENT PROJECT AREAS' AFFORDABLE HOUSING STOCK.**

- Objective A: Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.*
- Objective B: Continue to implement the Home Rehabilitation and Land Use Grant Program in Cedar Glen to assist with the rebuilding effort.*
- Objective C: Purchase land as sites for affordable housing development.*
- Objective D: Partner with housing developers to construct affordable housing.*
- Objective E: Develop and implement an Infill Housing Program in project areas to address underutilized and blighted parcels and increase home ownership among very-low, low, and moderate-income families.*
- Objective F: Assist in the construction of new homes and apartments to increase the supply of new housing for very-low, low, and moderate-income families.*



*Objective G: Leverage other funds, such as CDBG and HOME, to facilitate a large scale affordable housing project in a redevelopment project area.*

*Objective H: Assist in future updates of the Housing Element of the General Plan, as necessary.*

MEASUREMENT		2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A.	The number of applicants assisted in the Cedar Glen Housing Programs (Home Rehabilitation Loan and Grant Program and Land Use Services Program).	NEW	NEW	NEW	10%

### **Status**

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help to meet the important aspect of the mission statement which seeks to improve the County's affordable housing stock within redevelopment project areas. One particular objective which will help to improve the affordable housing stock is the development and implementation of an Infill Housing Program. It is estimated that it will take 6 months to one year to develop the program and 6 months to one year to implement the program.

**GOAL 2: ASSIST IN THE DEVELOPMENT OF CAPITAL IMPROVEMENTS TO ELIMINATE AND PREVENT THE ACCELERATION OF PHYSICAL BLIGHT AND ENCOURAGE THE BETTER UTILIZATION OF REAL PROPERTY AND NEW PRIVATE ENTERPRISE INVESTMENT.**

*Objective A: Assist in the improvement of public infrastructure, including but not limited to: construction or reconstruction of roads, curbs, gutters, and sidewalks; providing signalization; installing landscaping, multi-use trails, lighting and street furniture; and the construction or reconstruction of water storage and distribution facilities, drainage and flood control measures and sewerage systems.*

*Objective B: Ensure that capital improvement projects are carried out as planned in the work program and the budget.*

*Objective C: Assist in the development of public facilities and utilities, such as the construction or rehabilitation of fire and sheriff stations, community centers, school facilities, parks, multi-use trails, and utility improvements.*

*Objective D: Expand ongoing code enforcement activities.*

*Objective E: Continue to implement a Graffiti Abatement Program.*

*Objective F: Develop and implement a Weed Abatement Program.*

### **Status**

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help to meet the important aspect of the mission statement which seeks to facilitate the needed infrastructure to promote economic development and improve the quality of life within established redevelopment project areas.



**GOAL 3: ASSIST IN THE DEVELOPMENT OF BUSINESS INCENTIVE PROGRAMS TO RECONSTRUCT, UPGRADE AND EXPAND COMMERCIAL AREAS IN CONFORMANCE WITH THE GENERAL PLAN (AS AMENDED) AND COMMUNITY PLANS.**

- Objective A: Implement an ongoing economic development and business promotion program to expand existing businesses and attract new ones.*
- Objective B: Develop and implement a Façade Improvement Program to rehabilitate deteriorated commercial buildings.*
- Objective C: Develop and implement a Volunteer Demolition Grant program to remove unsafe structures that pose public health and safety hazards.*
- Objective D: Provide job matching and workforce development training to help businesses find needed employees or better train existing or future employees.*
- Objective E: Provide incentives for the development of under-utilized parcels.*
- Objective F: Provide technical assistance to facilitate and expedite the entitlement process.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
3B. The number of applicants assisted in the Façade Improvement Program.	NEW	NEW	NEW	10
3C. The number of applicants assisted in the Volunteer Demolition Grant Program.	NEW	NEW	NEW	10

**Status**

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help to meet the important aspect of the mission statement which seeks to retain and/or expand existing businesses, attract new businesses, promote economic development and improve the quality of life within established redevelopment project areas.

**GOAL 4: TO EFFECTUATE THE COMPREHENSIVE PLANNING, REDESIGN, REPLANNING, RECONSTRUCTION, AND/OR REHABILITATION OF PROJECT AREAS IN SUCH A MANNER AS TO FACILITATE A HIGHER AND BETTER UTILIZATION OF LAND USES IN ACCORDANCE WITH THE GENERAL PLAN.**

- Objective A: Eliminate non-conforming uses as appropriate and necessary. Collaborate and coordinate with the Planning Department on the development of standards and guidelines, or where appropriate, a county-initiated Specific Plan, Community Plan, or Master Plan for redevelopment project areas.*
- Objective B: Buffer residential neighborhoods from the intrusion of incompatible land uses.*
- Objective C: Actively engage in community outreach.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
4B. The number of properties acquired as part of the Rosemary/Iris Voluntary Sales program to alleviate incompatible land use.	11	20	28	40

**Status**

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help better comprehensively plan specific activities in the redevelopment project areas. The creation of a Master Plan for each project area aims to provide clear direction, target locales, and specify benchmarks for facilitating the objectives in the plan.

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**VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

The agency did not have any approved policy items for 2006-07.

**IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

The agency is not requesting any additional general fund financing for 2007-08.

**X. 2007-08 PROPOSED FEE ADJUSTMENTS**

The agency is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Kathy Thomas, Redevelopment Director, at 387-9805.
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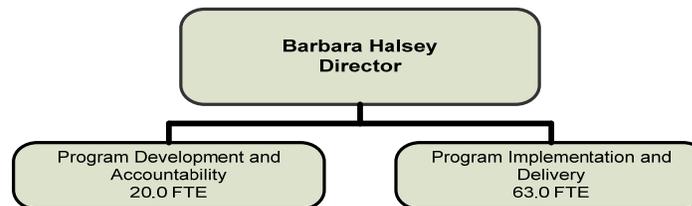
## WORKFORCE DEVELOPMENT

### Barbara Halsey

#### I. MISSION STATEMENT

The Department of Workforce Development (WDD) provides comprehensive employment, training and support services in accordance with the Department of Labor Workforce Investment Act. Services provided are in response to the needs of job seekers, businesses and communities within the County of San Bernardino and are complementary to the strategic plan established by the Economic Development Agency (EDA).

#### II. ORGANIZATIONAL CHART



#### III. DESCRIPTION OF MAJOR SERVICES

WDD provides holistic services to job seekers, incumbent workers, entrepreneurs and employers. The department is responsible for administering and operating programs under the Department of Labor's Workforce Investment Act (WIA). WIA funding is allocated from the federal level to the State of California. At the state level, funds are administered by the Employment Development Department's Workforce Services Branch. This branch in turn allocates in-state funding to Local Workforce Investment Areas as designated by the Governor and certified by the California Workforce Investment Board. The Act mandates the delivery of job seeker and business services through a comprehensive One-Stop system. The composition of the system is to include 19 mandated public partners working collaboratively to deliver job, education, training and labor market information services to customers. The One-Stop offices operated by the WDD are called Employment Resource Centers and are strategically located in three of the county's identified economic regions. The West End is served by the Rancho Cucamonga office. Services provided to the High Desert are delivered from the Hesperia site, and the East Valley is served from the San Bernardino location. The department implemented full electronic access to services in program year 2005-06 with the implementation of the web-based Workforce Investment Network utilizing Geographic System's Virtual One-Stop.

The department has adopted "Our Job is Your Future" as its motto, and holds the following vision in the performance of its work: We are a nationally recognized, award winning workforce system that successfully serves job seekers, businesses and the community to ensure economic vitality in San Bernardino County.

The department supports the mission of the county through its provision of services to businesses and job seekers. Committed to operating a demand driven service delivery system, WDD has developed a reputation for excellence in serving the workforce needs of businesses. Understanding that increased employment opportunities enhance the quality of life for residents, the department strives to ensure that the needs of local businesses are met by providing them with a skilled workforce. It connects with economic development professionals and organizations in order to understand the growing job base that new businesses bring to the county and to assist in attracting new businesses by offering training and hiring incentives as funding allows. The department also works to meet the needs of our existing businesses as they face the challenge of maintaining a qualified workforce and a competitive edge in an increasingly competitive marketplace. In order to accomplish the task of workforce development, the department links educational providers to business communities with the goal of assuring that training developed and delivered is demand driven producing the workforce needed by businesses today and in the future.

The Workforce Investment Board administratively oversees the programs offered through the department. This Board is comprised of private sector business representatives and public sector partners who are appointed by the Board of Supervisors per federal law.

#### IV. 2005-06 ACCOMPLISHMENTS

##### General Accomplishments

- From January to October 31, 2006 staff have served 61,552 customers and provided over 200,000 services to these customers. 7,183 clients were interviewed and referred by Job Placement staff, 7,405 clients attended various workshops and 1,138 customers enrolled for 4,006 intensive services.
- Served 400 youth and received \$14,000 incentive bonus.
- 198 National Emergency Grant temporary workers restored 33 miles of forest trails, cleared 1,500 tons of burn debris and restored Pacific Wilderness Trail which is now open to the public; 31 received additional training.
- Implemented technology solutions – San Bernardino County-Workforce Investment Network (csb-win.org) WIB Home Page.
- Disability Program Navigator deployed to assist Katrina hurricane victims with disabilities.

##### Health Care

- On Site Career Ladders Program
  - Over 240 students enrolled
  - 8 completed the program and working as LVNs
  - 34 completed training and are RNs
  - 19 completed Specialty Training in Pediatrics
  - 8 have been trained as preceptors
  - 3 have been trained as mentors
  - 95 are in various stages of RN and LVN completion
  - 15 are in various stages of completing their Bachelor of Science degrees (Because of the success of this program, Cal State Dominguez Hills has initiated a Masters in Nursing Science program in the High Desert Region)
- Established Nurse Retention Program at Loma Linda Community Hospital.
- Continued collaboration with San Bernardino Valley College and Victor Valley College Nursing Programs.
- Continued collaboration with Chaffey College CNA and LVN programs.
- Provided supportive services for 22 nursing students at Copper Mountain College.

##### Advanced Manufacturing

- 49 employees of Manufacturing Council are participating in advanced electronics and mechanics training.
- Completed planning for advanced manufacturing and management training conducted by Barstow Community College for Marine Corps Logistics Base.

##### Logistics/Distribution

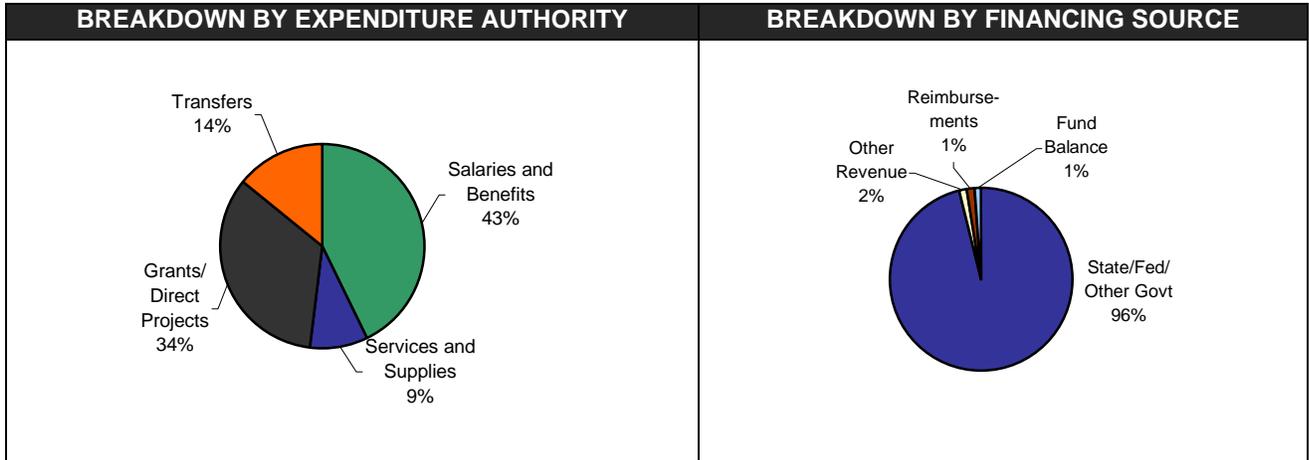
- Initiative with San Bernardino Community College Professional Development Center for multi-level logistics training.
- Aviation and Aerospace skill enhancement for San Bernardino International and Southern California Logistics Airports.

#### V. 2006-07 SUMMARY OF BUDGET UNITS

	2006-07			
	Appropriation	Revenue	Fund Balance	Staffing
Workforce Development	13,277,810	13,116,429	161,381	84.0



**VI. 2006-07 BUDGET**



**VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES**

**GOAL 1: MEET OR EXCEED ALL WIA ENROLLMENT AND PERFORMANCE STANDARDS NEGOTIATED WITH THE STATE FOR CUSTOMERS IN ADULT, DISLOCATED WORKER AND YOUTH SERVICES.**

*Objective A: Enroll 650 customers in Adult and/or Dislocated Worker services.\**

*Objective B: Enroll 300 youth in Youth services.\**

\* The projected number of customers enrolled in the program is dependent on maintaining the amount of funding made available by the State Employment Development Department's Workforce Services Branch.

MEASUREMENT	2005-06* (Actual)	2006-07** (Projected)	2006-07** (Estimated)	2007-08** (Projected)
1A. Percentage of enrolled adults exiting the program who have entered employment (675 estimated adults).	68%	74%	74%	74%
1A. Percentage of enrolled adults exiting the program who have retained employment (480 estimated adults).	80%	82%	82%	82%
1A. Percentage of enrolled dislocated workers exiting the program who have entered employment (215 estimated dislocated workers).	76%	82%	82%	82%
1A. Percentage of enrolled dislocated workers exiting the program who have retained employment (170 estimated dislocated workers).	86%	88%	88%	88%
1B. Percentage of enrolled older youth exiting the program who have entered employment (255 estimated older youth).	77%	79%	79%	79%
1B. Percentage of enrolled older youth exiting the program who have retained employment (198 estimated older youth).	80%	82%	82%	82%
1B. Percentage of enrolled younger youth exiting the program who have attained skill related training certificates (172 estimated younger youth).	86%	88%	88%	88%
1B. Percentage of enrolled younger youth exiting the program who have attained a high school diploma or GED (20 estimated younger youth).	65%	67%	67%	67%
1B. Percentage of enrolled younger youth exiting the program who remain in school or retain employment (172 estimated younger youth).	74%	76%	76%	76%

\* This is preliminary information on 2005-06 performance measures. It indicates that the department has met or exceeded the performance standards for this funding source for 2005-06. However, final performance outcomes have not been released by the state.

\*\* Projected and estimated performance measures for 2006-07 and 2007-08 remain under negotiation with the state and are subject to change.

**Status**

Objectives for this plan were selected based on the role the department plays in the overall economic development strategy of the county and the EDA, and were influenced by mandated performance outcomes and funding levels made available from our primary funding source.

WDD exceeded all performance measures identified above, as well as additional measures imposed by the State of California and its federal funding source.



**GOAL 2: CONTINUE MEDIA RELATIONS EFFORTS AND LAUNCH MARKETING MATERIALS IN CONJUNCTION WITH EDA.**

*Objective A: Provide universal services to a minimum of 25,000 individual universal customers as defined by the State of California.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
3A. Maintain number of marketing materials received by customers.	77,215*	25,000**	25,000	25,000

\* Count reflects multiple visits by a single customer.

\*\* Count reflects new state universal customer definition.

**Status**

The department has developed a reputation in the community as an effective employment resource for our job seeking customers. In order to meet the expectations of our business customers in filling their job vacancy rates, a constant stream of applicants is needed. Continuing our efforts to broadcast information about the department's services is essential to fulfilling our business customer's expectations.

**GOAL 3: ALIGN WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION AND FUNDING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH.**

*Objective A: Convene regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.*

*Objective B: Diversify funding sources available for demand driven training services to include sources other than Department of Labor funding.*

*Objective C: Increase the number of industry specific demand driven training programs.*

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
1A. Increase number of regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.	1 event (per year)	2 events (per year)	2 events (per year)	4 events (per year)
1B. Number of new funding sources available for demand driven training services to include sources other than Department of Labor funding.	0 New Sources	1 New Source	1 New Source	2 New Sources
1C. Increase the number of industry specific/demand driven training programs.	2 Progs.	3 Progs.	3 Progs.	4 Progs.

**Status**

WDD understands that its work is in support of the local economy. Without access to the human capital skilled to meet the workforce demands of existing and new businesses, our economic strength will be compromised. The rapid growth of our economic base challenges the fiscal resources we have available to meet increased demand for skilled human capital. Aligning financial, planning, educational, economic development, policy setting and service delivery resources to support positive economic growth is essential if the county is to maintain its economic prosperity in the future. Essential to this effort is securing adequate fiscal resources to pay for programs resulting in skilled human capital, and that those programs are designed and delivered with the end user in mind, that being local businesses with employment opportunities.

**VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

The department did not have any approved policy items for 2006-07.



**IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)**

2007-08 OBJECTIVES FOR POLICY ITEMS	2007-08 POLICY ITEMS
<p>Secure suitable space in the East Valley to relocate the San Bernardino Employment Resource Center and establish an East Valley Business Resource Center in conjunction with the Department of Economic Development.</p> <p>The current facility is located at 646 N. Sierra Way in San Bernardino. The lease on this facility expires in November of 2007. The condition of the current facility is poor, does not meet accessibility requirements, fails to meet seismic requirements of our State partner agencies, has heating and air conditioning problems which have forced closure of the facility on numerous occasions and does not contain adequate service delivery space to manage the job seeking and business customer base in the East Valley Region.</p> <p>If this policy item is not funded, then program funds would have to be utilized impacting the Level of Service to approximately 60 county residents in need of training or retraining.</p>	<p>Funding from the county general fund is needed to support the move of the current Employment Resource Center in San Bernardino to a new location in the East Valley and establish a Business Resource Center at this location to provide comprehensive services to job seeking and business customers in the East Valley.</p> <p><b>Additional Funding Requested:</b> \$300,000 estimated one time funding from the county general fund to relocate Employment Resource Center and the associated Workforce Development staff. The funds will help pay for office furnishings and costs associated with facility improvements as deemed necessary.</p> <p>Additional one-time funding is requested separately in the business plan and budget for the Department of Economic Development (ED) for the purpose of establishing a Business Resource Center (BRC). The sum total of funding requested by the department's will result in a fully functioning ERC/BRC in the East Valley replicating a resource combination which has proven successful in the High Desert and West End offices.</p>

MEASUREMENT	2005-06 (Actual)	2006-07 (Projected)	2006-07 (Estimated)	2007-08 (Projected)
<p>P1. Number of employment seeking and business customers served in the first year at the East Valley Employment and Business Resource Center, which will open by January 2008.</p>	NEW	NEW	NEW	9600 universal customers and 150 business customers.

**X. 2007-08 PROPOSED FEE ADJUSTMENTS**

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Barbara Halsey, Director, at (909) 387-9860.

